LODGING HOSPITALITY

THE PENTON/IPC MANAGEMENT MAGAZINE FOR HOTELS, MOTELS, RESORTS AUGUST 1981

LODGING'S 300 TOP PERFORMERS

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AUGUST 1981 LODGING HOSPITALITY VOL. XXXVII, NO. 8

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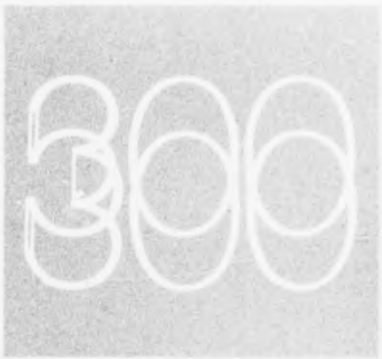

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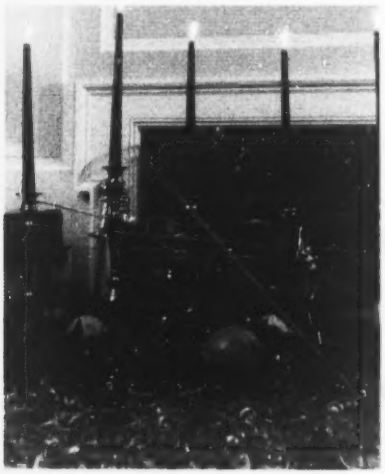

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It hasn't been the best year for some segments of the lodging industry. But for Lodging's 300 Top Performers, 1981 is a smashing success.

The group of 300 convention/commercial hotels, resorts, roadside motor inns and airport [illegible] average an astonishing $8 million in annual sales. Together, they account for $2.4 *billion* in total revenues, nearly 10 percent of the total annual take of the U.S. lodging industry.

The Top Performers average $30,638 in sales per available room. That's up nearly $2,000 per-room over last year's 300 group and more than double the industry median for properties that turn a profit, as reported by the accounting firm of Laventhol & Horwath. Leader of the group is the year-and-a-half-old Bally's Park Place Casino Hotel in Atlantic City with $82,191 in sales for each of its 511 guestrooms.

Average occupancy—another commonly used measure of lodging success—shows the Top Performers one percentage point above the healthy industry median of 74 percent for properties reporting net profits. One property, the 42-room Jamaica Bay Inn-Best Western in Marina del Rey, California, reports a phenomenal 100-percent occupancy. Several other properties are in the mid to high 90s range.

Although this year's Top Performers are slightly smaller than last year's group (262-room average versus 281 rooms in 1980), they range in size from the 18-room Society Hill Hotel in Philadelphia to the "world's largest resort hotel," the 2,783-room Las Vegas Hilton.

The Top Performers have several common characteristics that account for their success. Nearly all (99 percent) rely on foodservice sales to generate an average of 39 percent of total revenues. Likewise, most offer roomservice (90 percent), liquor service (98 percent), banquet facilities (96 percent) and meeting rooms (86 percent).

Recreation facilities are also important to the success of many Top Performer properties. About nine out of ten have swimming pools. Nearly half have tennis courts, health clubs, saunas, electronic games or pinball machines. About one-third have golf courses. More than one-fourth of all properties now offer in-room entertainment.

LODGING'S 300 TOP PERFORMERS

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Most Top Performer operators recognize that people make a property successful. The group averages 103 employees per 100 guestrooms, nearly double the industry median of 59 workers for every 100 rooms. The industry rule of thumb is 100 employees for 100 rooms for a quality hotel operation.

The owners of Top Performer hotels know how to remain successful, too. More than half have expansion plans in the works, while two out of three Top Performers will be renovated in the near future.

About one-third of the properties have some type of in-house computer system. Sixty-one percent belong to a chain reservations system. Of those with 800-number affiliations, almost half generate 20 percent or more of their business through the res network.

The editors of *Lodging Hospitality* work six months to compile the Lodging's 300 Top Performers report. Several mailings are made to all properties on the magazine's circulation list. Only those properties that voluntarily submit information are used in the study. ⊞

Who are Lodging's 300 Top Performers?

How are they operated?

Independent	42%
Franchised	28%
Chain-owned	14%
Chain-managed	11%
Referral group	5%

How long have they been in operation?

Less than 5 years	19%
5-10 years	32%
11-25 years	39%
26-50 years	3%
More than 50 years	7%

What facilities and services do they have?

	Yes	No
Foodservice	99%	1%
Roomservice	87%	13%
Liquor service	98%	2%
Banquet facilities	97%	3%
Meeting rooms	84%	16%
Gift shop/newsstand	76%	24%
Valet services	82%	18%
Swimming pool	89%	11%
Tennis courts	43%	57%
Health club/sauna	41%	59%
In-house laundry	76%	24%
Electronic games	53%	47%
Pinball machines	36%	64%
Golf course	30%	70%
In-room entertainment	26%	74%

Are they computerized?	Yes	No
Front desk	32%	68%
Front office	26%	74%
Back office	41%	59%

Do they belong to chain reservations systems?

Yes	No
61%	39%

How much business is booked through reservations systems?

Less than 5%	5%
5-10%	28%
11-20%	28%
21-40%	25%
41%-plus	14%

What are their growth plans?	Yes	No
Plan to expand?	54%	46%
Plan to renovate?	68%	32%

How successful are the Top Performers?

	300 Top Performers	Industry
Occupancy	75%	74%
Total sales/room	$30,638	$13,119
Employees/100 rooms	103	59
Total sales/employee	$29,482	$32,288
Payroll expense/room	$8,915	$3,805
Composition of sales		
Guestrooms	50%	64%
Food and beverage	39%	30%
Other revenues	11%	6%

Source: Industry figures are medians for properties reporting net incomes from Laventhol & Horwath's "U.S. Lodging Industry 1980." Top Performer figures are averages, except occupancy, which is a median.

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CONVENTION/COMMERCIAL TOP PERFORMERS

The Convention/Commercial Top Performers are a smashing success. This group of 100 hotels—ranging from the intimate Society Hill Hotel in Philadelphia to the mammoth New York Hilton at Rockefeller Center—far outpace their competitors and the entire lodging industry.

Median occupancy for the group is 80 percent, 12 points above Laventhol & Horwath's industry median for center-city properties. The Holiday Inn de Las Cruces, New Mexico, a perennial Top Performer, tied for top occupancy honors with the Fisherman's Wharf Motel in Venice, Florida. Both report a 93-percent annual occupancy.

Convention/Commercial Top Performers also excel in total sales per guestroom, the primary performance measure used in the study. Median for the group is $26,000, compared to $14,806 in per-room revenues for typical center-city hotels. The Ritz-Carlton, Boston's Preferred Hotel, leads with $48,571 in sales per room. Close behind is another New England property, the Harrison Conference Center/Inn in Southbury, Connecticut, with $48,066 in sales for each of its 121 rooms.

The Convention/Commercial group is by far the largest of any Top Performer category. Average property has nearly 350 rooms. Four of the hotels have 1,000 rooms or more. Largest is the 2,131-room New York Hilton at Rockefeller Center. Next is the newly expanded Hyatt Regency Chicago with 2,033 guestrooms and suites. All of the properties aren't center-city mega-hotels, however. Smallest is the 18-room "boutique" Society Hill Hotel in Philadelphia.

The typical Convention/Commercial Top Performer is more likely to be chain-owned or chain-managed than other Top Performers. One-third are independents, and one-fourth are franchised properties, while 17 percent are chain-owned, and another 21 percent are chain-managed. Just four percent belong to a referral group.

The hotels in the group generate a bigger chunk (57 percent) of revenues from guestroom sales than the average Top Performer property. Food and beverage accounts for 40 percent of sales.

They average 92 employees per 100 guestrooms and $32,802 in sales per employee, well above the overall Top Performer average of $29,482 in per-employee sales.

Two-thirds of the properties are less than ten years old, and another 20 percent are between 11 and 25 years old. Several, however, have been in business 50 years or longer. New York's Waldorf-Astoria, for example, celebrates its 50th anniversary this year. Other venerable properties include Hotel DuPont, Wilmington, Delaware (68 years); Brown Palace, Denver, Colorado (89 years); Huntington-Sheraton, Pasadena, California (75 years); Hotel Utah, Salt Lake City (70 years); and the 108-year-old Park Place Motor Inn in Traverse City, Michigan.

Convention/Commercial Top Performers tend to offer guests a wide variety of facilities and services. Nearly all have foodservice (99 percent), room-service (94 percent), liquor service (98 percent), banquet space (97 percent) and valet services (95 percent). Additionally, most have gift shops (80 percent) and meeting rooms (86 percent).

Four out of five have a swimming pool; one-third offer tennis; about half have electronic games; and nearly one-third have pinball machines. Only 16 percent have a golf course, but 36 percent have in-room entertainment for guests.

The properties tend to be more computerized than other Top Performers. About half have a back office computer; 43 percent have front desk computers; and 37 percent use a front office computer system.

The hotels rely heavily on chain reservations systems for their business. Nearly three-fourths subscribe to an 800-number network. Of those with reservations hookups, one-third receive 20 percent or more of their business through the system. The Holiday Inn in Marlboro, Massachusetts, for example, generates 70 percent of its business through Holidex. H

Convention/commercial Top Performers vs. the industry

	Top Performers	Industry
Occupancy	75%	71%
Total sales/room	$26,748	$16,313
Payroll expense/room	$8,236	$6,373
Composition of sales		
Guestrooms	56%	61%
Food and beverage	40%	32%
Other revenues	4%	7%

Source: Industry figures are medians for center-city properties from Laventhol & Horwath's "U.S. Lodging Industry 1980." Top Performer figures are averages, except occupancy and sales/room, which are medians.

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	Total sales/room ($)	Total sales ($000)	Guestroom sales ($000)	Other revenues ($000)	RANK
The Ritz-Carlton Hotel, Boston, Mass.	48,571	12,483	5,866	821	11
Harrison Conference Center/Inn, Southbury, Conn.	48,066	5,816	3,182	187	51
Sheraton Tara Hotel, Nashua, N.H.	47,619	12,000	7,000	—	78
Tarrytown House Executive Conference Center, Tarrytown, N.Y.	45,112	6,000	3,336	85	31
Hotel du Pont, Wilmington, Del.	44,642	12,500	3,700	600	64
Marquette Hotel, Minneapolis, Minn.	44,326	12,500	4,800	700	69
Fisherman's Wharf Motel & Restaurant, Venice, Fla.	42,000	2,100	700	—	2
Woodcliff Lake Hilton Inn, Ridgewood, N.J.	41,860	9,000	4,000	—	72
Society Hill Hotel, Philadelphia, Pa.	41,666	750	150	—	10
United Nations Plaza Hotel, New York, N.Y.	41,522	12,000	8,000	—	17
The Waldorf-Astoria, New York, N.Y.	40,496	75,000	45,000	—	4
Omni International Hotel, Atlanta, Ga.	40,425	19,000	10,000	700	48
Clinton Inn Motor Hotel, Tenafly, N.J.	40,000	4,800	1,600	200	22
Sheraton-Tobacco Valley Inn, Windsor, Conn.	39,823	4,500	2,000	—	30
New York Hilton at Rockefeller Center, New York, N.Y.	39,418	84,000	56,000	6,000	6
Berkshire Place, New York, N.Y.	39,007	16,149	12,000	149	14
Loews Anatole Dallas, Dallas, Tex.	38,868	35,000	18,000	3,000	55
Royal Sonesta Hotel, New Orleans, La.	37,327	18,440	10,160	869	43
The Adams Residential Tower, Durham, N.H.	37,037	2,000	450	50	49
Bethesda Marriott, Bethesda, Md.	37,037	13,000	7,000	—	29
Miami Lakes Inn & Country Club, Miami Lakes, Fla.	36,274	3,700	1,250	950	41
Marriott's Hunt Valley Inn, Hunt Valley, Md.	35,714	14,000	5,500	1,000	40
The Warwick Hotel, Houston, Tex.	35,483	11,000	6,000	1,000	94
The Conference Center at Eagle Lodge, Lafayette Hill, Pa.	35,042	4,100	2,800	200	99
Montvale Ramada Inn, Montvale, N.J.	32,846	4,500	2,000	—	8
Plaza of the Americas Hotel, Dallas, Tex.	32,605	14,500	8,000	500	90
Opryland Hotel, Nashville, Tenn.	32,573	20,000	10,000	1,000	15
Hilton Inn Lansing, Lansing, Mich.	32,401	4,763	2,533	—	35
Copley Plaza Hotel, Boston, Mass.	32,323	16,000	8,500	500	68
Loews L'Enfant Plaza Hotel, Washington, D.C.	32,258	12,000	8,000	—	27
Red Lion/Jantzen Beach, Portland, Ore.	31,875	10,200	3,900	—	96
Georgetown Inn, Washington, D.C.	31,578	3,000	3,000	—	9
The Boulder Broker Inn, Boulder, Colo.	31,478	3,683	1,191	—	7

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	Guestrooms and suites	Total sales/room ($)	RATE	Total sales ($000)		Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)		RANK	Number of employees
Sheraton Inn Kalamazoo, Kalamazoo, Mich.	154	31,410	NA	4,900		1,600	3,300	—		46	195
The Pasadena Hilton, Pasadena, Calif.	271	31,284		8,478		4,276	3,700	502		25	160
Desert Inn Motor Hotel, Lancaster, Calif.	119	30,252		3,600		1,200	2,400	—		32	135
Hyatt Regency Chicago, Chicago, Ill.	2,024	30,004		61,000		35,000	23,000	3,000		88	1,800
Holiday Inn de Las Cruces, Las Cruces, N.M.	100	30,000		3,000		1,300	1,500	200		1	142
The Doubletree Inn of Monterey, Monterey, Calif.	374	29,946		11,200		6,525	4,000	675		60	290
The Brown Palace Hotel, Denver, Colo.	500	29,814		14,907		7,047	6,497	1,363		63	350
The Warwick, Philadelphia, Pa.	170	29,411		5,000		3,500	—	1,500		80	97
Crown Center Hotel, Kansas City, Mo.	726	29,166		21,000		11,000	10,000	—		50	400
Bismark Hotel, Chicago, Ill.	550	29,090		16,000		8,000	5,000	3,000		97	180
Marriott Hotel, Grand Rapids, Mich.	251	29,083		7,300		3,200	4,000	100		84	272
The Valley River Inn, Eugene, Ore.	258	28,957		7,500		3,200	4,300	—		34	150
Houston Grand Hotel, Houston, Tex.	196	27,737		8,876		5,429	2,962	485		58	195
Hyatt Regency Lexington, Lexington, Ky.	367	27,322		10,000		6,000	4,000	—		74	345
Ramada Inn-Downtown, Winston-Salem, N.C.	184	27,173		5,000		4,500	500	—		100	47
Executive Motor Lodge, Mt. Laurel, N.J.	100	27,000		2,700		1,500	1,200	—		70	55
Hilton Inn Danbury, Danbury, Conn.	248	26,748		6,500		4,000	2,000	500		71	230
Atlanta Marriott Hotel, Atlanta, Ga.	750	26,666		20,000		12,000	8,000	—		12	485
Twin Bridges Marriott, Washington, D.C.	750	26,666		12,000		7,000	3,000	1,000		28	300
Thunderbird Inn at the Quay, Vancouver, Wash.	160	26,631		4,261		1,278	2,983	—		85	150
Red Lion Motor Inn, Sacramento, Calif.	446	26,562		11,900		5,900	5,700	300		42	350
University City Holiday Inn, Philadelphia, Pa.	371	26,525		10,000		6,000	4,000	—		67	150
Sheraton Heights, Hasbrouck Heights, N.J.	354	26,468		9,370		4,369	4,065	936		47	220
Huntington-Sheraton Hotel, Pasadena, Calif.	342	26,315		9,000		4,000	3,500	1,500		66	310
Hotel Kitano, New York, N.Y.	71	26,276		2,943		1,963	845	135		3	67
Hyatt Sarasota, Sarasota, Fla.	300	26,077		7,745		3,608	3,847	290		59	300
Best Western Executive Inn, Seattle, Wash.	122	26,016		3,200		1,950	1,250	—		5	70
Hyatt Regency Louisville, Louisville, Ky.	400	25,699		10,100		5,000	4,800	300		82	400
Hilton Inn-North, Columbus, Oh.	184	25,543		4,700		2,100	2,600	—		23	165
The Summit Hotel, Dallas, Tex.	378	25,132		9,500		5,000	4,500	—		79	300
Hyatt Regency New Orleans, New Orleans, La.	1,193	25,083		30,000		20,000	10,000	—		54	1,000
Jack Tar Hotel, San Francisco, Calif.	400	25,000		10,000		7,000	2,000	1,000		45	250
Holiday Inn Mart Plaza, Chicago, Ill.	540	24,809		13,000		8,000	5,000	—		73	300

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	Total sales/room ($)	Total sales ($000)	Guestroom sales ($000)	Other revenues ($000)	RANK
Motel Washington and Country Club, Gaithersburg, Md.	24,742	2,400	900	—	65
The Regent Hotel, Dallas, Tex.	24,714	8,650	5,550	400	62
Park Place Motor Inn, Traverse City, Mich.	24,657	3,600	1,184	674	96
Doral Park Hotel, New York, N.Y.	24,624	5,639	4,058	1,169	19
University Inn-Best Western, Moscow, Id.	24,590	3,000	700	—	92
Marriott Airport, Rochester, N.Y.	24,485	5,240	2,800	140	39
Ramada Inn, Wooster, Ohio	24,150	2,415	980	15	33
Holiday Inn Chicago City Centre, Chicago, Ill.	24,000	12,000	10,000	—	36
Ambassador Hotel, Los Angeles, Calif.	24,000	12,000	6,000	1,700	57
North Shore Hilton, Skokie, Ill.	23,735	6,290	3,048	213	16
The Mobile Hilton, Mobile, Ala.	23,715	6,000	4,000	—	87
Airport Hilton Inn, Des Moines, Ia.	23,634	5,554	2,438	106	24
Hyatt Regency Phoenix, Phoenix, Ariz.	23,628	16,800	9,000	1,000	83
Ramada Coach Inn, Ft. Washington, Pa.	23,584	2,500	1,000	—	76
Holiday Inn, Bethesda, Md.	23,574	6,365	3,588	182	44
The Fabulous Westward Ho Motel, Grand Forks, N.D.	23,518	2,500	590	—	56
Hershey Lodge & Convention Center, Hershey, Pa.	23,478	10,800	5,300	500	52
Sherwood Town & Country Inn, Seattle, Wash.	23,308	3,100	1,400	200	21
Le Baron Hotel, San Jose, Calif.	23,291	7,500	4,000	250	49
Bellevue Hilton Hotel, Bellevue, Wis.	23,107	4,297	2,574	171	30
Seven Seas Motor Inn, Mandan, N.D.	23,104	2,426	703	66	81
Corning Hilton Inn, Corning, N.Y.	23,076	3,000	1,500	—	37
Howard Johnson's East, Lafayette, Ind.	23,015	2,900	1,270	—	16
Best Western Continental Inn, Lexington, Ky.	22,461	7,300	4,500	100	98
Holiday Inn Marlboro, Marlboro, Mass.	22,388	4,500	3,600	—	53
Sterling Forest Conference Center, Tuxedo, N.Y.	22,388	1,500	819	45	99
Four Seasons Motor Inn, Colorado Springs, Colo.	22,366	6,800	3,500	300	61
Holiday Inn, Gillette, Wyo.	22,360	3,600	1,900	—	28
Sheraton City Squire Hotel, New York, N.Y.	22,222	16,000	13,000	—	13
Red Lion-Omaha, Omaha, Neb.	22,172	10,000	5,000	—	91
Ramada Inn, Lanham, Md.	22,093	3,800	1,900	—	20
Sheraton Inn East, Harrisburg, Pa.	22,093	3,800	2,000	—	77
Hotel Utah, Salt Lake City, Ut.	22,000	11,000	5,500	500	93
Hyatt Regency, Nashville, Tenn.	22,000	11,000	5,500	500	78

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RESORT RESORT RESORT

TOP PERFORMERS

Resorts again are the cream of the Top Performers crop. Sixteen on the list report higher sales per guestroom than the leading Convention/ Commercial Top Performer. Median sales per room for the group is $30,000, well above the industry standard of $17,135 for resorts, according to Laventhol & Horwath.

Topping the list is the 511-room Bally's Park Place Casino/Hotel in Atlantic City with $82,191 in per-room revenues. Another Atlantic City property—Caesars Boardwalk Regency—checked in at the number three spot. Additionally, two Las Vegas casino/hotels are among the 100 Top Performer resorts.

The Resort Top Performers score impressive occupancy figures, too. Median occupancy is 75 percent, two points above last year's group and six points higher than the industry median for resorts. Leader is the Jamaica Bay Inn-Best Western in Marina del Rey, California with a reported 100-percent occupancy. Seven of the 100 properties list annual occupancies above 90 percent.

The typical Resort Top Performer has 268 rooms, but the list shows properties as small as 39 rooms (The Vail Athletic Club & Hotel in Colorado) and as large as 2,783 rooms (the Las Vegas Hilton).

Predictably, more than half of the properties are in Florida, California, Hawaii and Arizona. Florida leads with 23 properties and two in the top ten. Yet the list represents a wide range of resorts in likely and unlikely locations. Oregon's Timberline Lodge, last year's top-ranked resort, made the list, as did Gaston's White River Resort in Lakeview, Arkansas and the Jared Coffin House in Nantucket, Massachusetts. Even three properties from far-off Guam made the list.

Food and beverage sales account for nearly 40 percent of revenues for the Resort Top Performers. Other revenues (such things as greens fees, lift tickets, court rentals, casino income) make up 20 percent of sales.

Eighty-five percent of the properties are less than 25 years old, and 38 percent have been in business for less than 10 years. Still, several date back 60 years of more. The 300-room Mohonk Mountain House in New Paltz, New York has been operating for 112 years. The Pinehurst Hotel & Country Club in North Carolina is 80 years old, as is the 49-room Pine Inn in picturesque Carmel, California. Oldest of the group is the Grand Hotel in Point Clear, Alabama, which opened in 1847. The 172-room resort reopened in April 1980 after an eight-month rebuilding project in the aftermath of Hurricane Frederick in 1979.

Resort Top Performers average 137 employees per 100 rooms, well above the industry median of 59 and the Top Performer average of 103. A one-to-one ratio of rooms to employees in the accepted standard of quality in the lodging industry.

While all Resort Top Performers have foodservice facilities, just 76 percent offer roomservice. Nearly all (97 percent) have banquet facilities, and most have meeting rooms (86 percent), gift shops (85 percent) and valet services (72 percent).

As can be expected, resorts are more likely to have extensive recreation facilities than other Top Performer properties. Nearly all (91 percent) have swimming pools, 79 percent have tennis courts, half have health clubs or saunas and 59 percent have golf courses. On the other hand, just 11 percent offer in-room movies.

About one-third of the properties have front desk or front office computers, but half have back office computer systems.

Resorts are less likely to use a chain reservations system than other Top Performer hotels. Just 29 percent are tied into an 800-number res system. Several of the properties with res system connections, however, draw considerable business from their systems. The Guam Reef Hotel generates 90 percent of its business from its reservations network.

Many Resort Top Performer operators are looking to the future. More than 60 percent say they will expand in the near future, and 77 percent will soon renovate.

Resort Top Performers vs. the industry

	Top Performers	Industry
Occupancy	75%	69%
Total sales/room	$30,000	$17,135
Payroll expense/room	$12,182	$4,231
Composition of sales		
Guestrooms	42%	59%
Food and beverage	38%	33%
Other revenues	20%	8%

Source: Industry figures are medians for resort properties from Laventhol & Horwath's "U.S. Lodging Industry 1980." Top Performer figures are averages, except occupancy and sales/room, which are medians.

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	Total sales/room ($)	Total sales ($000)	Guestrooms sales ($000)	Other revenues ($000)	RANK
Park Place Casino Hotel, Atlantic City, N.J.	82,191	42,000	12,000	3,000	55
Quail Lodge, Carmel, Calif.	74,000	7,400	2,800	1,000	26
Caesars Boardwalk Regency, Atlantic City, N.J.	71,146	36,000	12,500	—	18
Timberline Lodge, Government Camp, Ore.	66,038	3,500	600	1,400	39
Peek 'N Peak Recreation, Inc., Clymer, N.Y.	65,833	3,950	650	2,050	73
Pine Inn, Carmel, Calif.	65,306	3,200	900	500	2
Las Vegas Hilton, Las Vegas, Nev.	64,352	179,094	40,545	95,537	41
Marina Bay Resort, Fort Lauderdale, Fla.	60,000	7,500	2,500	500	22
Marriott's Santa Barbara Biltmore, Montecito, Calif.	59,171	10,000	5,000	—	35
Kona Village Resort, Kaiua-Kona, Haw.	59,105	5,614	2,704	135	5
Bel Air Hotel, Los Angeles, Calif.	54,047	5,675	3,240	—	19
Boca Raton Hotel and Club, Boca Raton, Fla.	51,111	46,000	23,000	4,000	75
Western Hotel & Casino, Las Vegas, Nev.	50,869	5,850	685	4,482	4
Silver Sands Ocean Front Motel, Key Biscayne, Fla.	50,155	2,909	1,265	25	16
Hyatt Regency Maui, Lahaina, Maui, Haw.	49,079	40,000	20,000	—	33
Sonesta Beach Hotel & Tennis Club, Key Biscayne, Fla.	49,019	15,000	8,000	1,000	14
Condado Holiday Inn, San Juan, P.R.	48,103	27,900	12,100	15,278	31
Point West, Macatawa, Mich.	47,924	3,163	739	48	63
Cerromar Beach Hotel, Dorado, P.R.	45,584	23,157	9,786	3,463	67
Pier 66 Hotel and Marina, Fort Lauderdale, Fla.	42,307	11,000	3,500	4,000	62
Key Biscayne Hotel & Villas, Key Biscayne, Fla.	39,772	7,000	4,500	300	34
Grand Hotel and Lakewood Golf Club, Point Clear, Ala.	39,127	6,730	2,728	1,071	27
Mahogany Run Golf & Tennis Resort, St. Thomas, U.S.V.I.	38,571	5,400	2,500	1,700	50
The Vail Athletic Club & Hotel, Vail, Colo.	38,461	1,500	500	550	99
Del Webb's Newporter Inn, Newport Beach, Calif.	38,338	12,000	6,000	600	8
Pacific Islands Club, Tamuning, Guam	37,500	4,500	1,100	1,200	7
Westlake Inn Motor Hotel, Westlake Village, Calif.	37,333	2,800	1,100	—	10
Topnotch at Stowe, Stowe, Vt.	36,842	2,800	1,450	100	52
Jared Coffin House, Nantucket, Mass.	36,434	1,676	563	6	57
Coolfont Re Creation, Berkeley Springs, W. Va.	36,390	1,492	645	50	42
South Seas Plantation, Captiva, Fla.	36,363	20,000	12,000	2,000	49
Jamaica Bay Inn-Best Western, Marina del Rey, Calif.	35,714	1,500	1,000	—	1
Santa Barbara Inn, Santa Barbara, Calif.	35,211	2,500	1,500	—	37

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	Total sales/room ($)	Total sales ($000)	Guestrooms sales ($000)	Other revenues ($000)	RANK	Number of employees
Gaston's White River Resort, Lakeview, Ark.	35,000	2,100	492	1,065	83	
Fontainebleau Hilton Hotel, Miami Beach, Fla.	34,313	42,000	24,000	3,000	44	
Innisbrook Resort & Golf Club, Tarpon Springs, Fla.	33,945	31,400	12,400	8,500	97	
Bluebeard's Castle Hotel, St. Thomas, U.S.V.I.	33,620	3,362	1,661	128	30	
Sandpiper Bay Resort, Port St. Lucie, Fla.	33,454	9,200	3,400	1,860	72	
Vacation Village Hotel, San Diego, Calif.	32,739	14,700	9,800	425	23	
Jamaica Inn, Dunedin, Fla.	32,727	1,800	400	—	78	
Tamarron, Durango, Colo.	32,653	8,000	3,300	2,400	96	
Hotel Laguna, Laguna Beach, Calif.	32,500	2,275	600	—	25	
Dunfey Hyannis Hotel, Hyannis, Mass.	32,327	7,500	3,500	—	43	
Hilton Hawaiian Village Hotel, Honolulu, Haw.	32,051	50,000	25,000	10,000	61	
Coto De Caza, Trabuco Canyon, Calif.	30,950	3,095	1,250	787	60	
Don CeSar Beach Resort, St. Petersburg, Fla.	30,666	9,200	4,700	300	24	
The Palm Beach Hilton, Palm Beach, Fla.	30,544	4,093	2,725	114	38	
Nautical Inn, Lake Havasu, Ariz.	30,397	2,067	674	340	47	
Hotel Inter-Continental Maui, Kihei, Maui, Haw.	30,303	17,000	9,000	500	46	
Mountain Lodge, Mt. Pocono, Pa.	30,000	15,000	7,000	1,000	88	
Lime Tree Beach House, Charlotte Amalie, U.S.V.I.	29,761	2,500	1,750	—	17	
Rainbow Canyon Golf Resort, Temecula, Calif.	29,761	2,500	500	1,000	89	
Playboy Resort and Country Club, Lake Geneva, Wis.	29,411	10,000	5,000	—	71	
Woodloch Pines, Hawley, Pa.	29,166	3,500	1,200	100	3	
Fairfield Sapphire Valley, Sapphire, N.C.	29,090	3,200	1,500	900	82	
Holiday Inn Oceanside, Fort Lauderdale, Fla.	28,589	6,404	2,900	426	20	
Rio Bravo Resort, Bakersfield, Calif.	28,571	3,200	1,500	300	58	
Far Horizons Beach Resort, Longboat Key, Fla.	28,571	2,000	1,300	—	76	
Hilton International Guam, Agana, Guam	28,534	10,900	4,900	1,100	6	
Sheraton Plaza-Palm Springs, Palm Springs, Calif.	28,403	7,470	4,720	—	91	
Carousel Hotel, Ocean City, Md.	28,383	6,954	3,376	843	69	
Mission Inn Golf & Tennis Resort, Howey, Fla.	28,301	3,000	1,250	750	95	
Eagle Ridge Inn and Resort, Galena, Ill.	28,089	2,500	1,000	675	54	
Pocono Hershey Resort, White Haven, Pa.	27,889	5,046	2,228	337	70	
Hotel Royal Plaza, Lake Buena Vista, Fla.	27,830	11,052	6,998	486	12	
Pinehurst Hotel & Country Club, Pinehurst, N.C.	27,592	14,900	5,300	5,000	94	
Daytona Hilton, Daytona Beach, Fla.	27,130	5,833	3,101	274	58	

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	Total sales/room ($)	Total sales ($000)	Guestrooms sales ($000)	Other revenues ($000)	RANK
Queensway Bay Hilton Hotel, Long Beach Calif.	27,000	5,400	3,100	200	36
Chesca Lodge, Islamorada, Fla.	26,744	2,300	1,350	125	86
Americana's Dutch Resort Hotel, Lake Buena Vista, Fla.	26,710	16,400	12,000	—	29
Quail Hollow Inn, Painesville, Ohio	26,251	4,384	1,770	504	84
Queens Quarter Hotel, Christiansted, St. Croix, U.S.V.I.	26,240	1,968	1,718	—	40
Shelter Island Marina Inn, San Diego, Calif.	25,773	2,500	1,000	—	64
Napili Kai Beach Club, Lahaina, Haw.	25,735	3,533	2,660	112	68
Pheasant Run Lodge, St. Charles, Ill.	25,529	12,382	5,529	1,816	81
Holiday Inn of Vero Beach, Vero Beach, Fla.	25,384	2,640	1,500	63	9
Kona Kai Club, San Diego, Calif.	25,071	4,212	1,435	1,036	11
Broadwater Beach Hotel Resort, Biloxi, Miss.	25,000	9,000	4,000	1,500	32
Rancho Viejo Resort, Brownsville, Tex.	25,000	5,000	2,000	1,500	90
Far View Motor Lodge, Mancos, Colo.	25,000	2,500	400	1,500	100
Grossinger Hotel, Grossinger, N.Y.	25,000	15,000	7,000	1,000	87
Willow Valley Farms Inn, Lancaster, Pa.	24,705	4,200	1,200	—	66
Miramar-Sheraton, Santa Monica, Calif.	24,637	6,800	4,300	500	13
Cortina Inn, Killington, Vt.	24,590	1,500	1,000	—	85
Maggie Valley Country Club & Motor Lodges, Maggie Valley, N.C.	24,396	1,537	498	620	79
The New Ozani Kaimana Beach Hotel, Honolulu, Haw.	24,359	3,800	2,127	—	21
Summit Resort, Tannersville, Pa.	24,193	3,000	2,000	—	65
1000 Islands Resort Club, Lake Placid, N.Y.	24,096	2,000	1,000	550	98
Gideon Putnam Hotel & Conference Center, Saratoga Springs, N.Y.	24,000	3,000	1,800	—	77
Arizona Inn, Tucson, Ariz.	23,595	2,100	1,100	—	74
Sheraton Wayfarer Inn & Conference Center Manchester, N.H.	23,500	4,700	2,200	200	48
Hilton at Colonial, Wakefield, Mass.	23,333	7,000	2,500	—	45
Claremont Resort Hotel & Tennis Club, Oakland, Calif.	23,076	4,800	1,900	1,350	59
Toftrees Country Club & Lodge, State College, Pa.	22,580	2,800	1,200	—	50
The Village Inn, McHenry, Md.	22,388	1,500	600	300	92
Holiday Inn & Holidome, Stockton, Calif.	22,277	4,500	3,000	—	51
Ramada Inn, West Palm Beach, Fla.	22,111	3,582	1,980	—	15
Guam Reef Hotel, Tamuning, Guam	21,672	6,350	2,500	650	28
Mohonk Mountain House, New Paltz, N.Y.	21,666	6,500	4,000	—	93
Barren River Lake State Resort Park, Lucas, Ky.	21,206	1,336	517	233	53

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ROADSIDE ROADSIDE ROADSIDE

TOP PERFORMERS

The Roadside group is by far the most diverse Top Performer category. The 66 hotels, motels and motor inns are located in states from Idaho to Connecticut, in towns as small as Russellville, Arkansas and in cities as large as Atlanta, Georgia.

The Roadside Top Performers are dominated (63 percent) by franchised and referral group properties. Twenty of the 67 properties are Holiday Inns. Nine are Ramada Inns, and seven are members of Best Western International. Very few of the Roadside Top Performers are chain-owned (four percent) or chain-managed (four percent).

Median sales per guestroom for the group is $17,121, nearly double the industry median of $9,783 for highway properties, as reported by Laventhol & Horwath. Tops in the group is the 100-room Channel Inn in Washington, D.C. with $40,000 in sales per room. Next is Burt Bacharach's East Norwich (New York) Inn with $34,380 in per-room revenues, followed by the Los Robles Lodge in Santa Rosa, California with $31,222 in sales per room.

The average Roadside Top Performer property derives substantially more of its total revenues from food and beverage (47 percent versus 29 percent) than does a typical highway property. Guestroom sales account for 51 percent of total sales.

The Roadside Top Performers enjoy healthy occupancies, with a median of 75 percent, same as the median for all Top Performers but seven points above the industry median for highway properties. Three properties—Holiday Inn, Slidell, Louisiana; Ozona Inn of the West, Ozona, Texas; and Viking Inn Motel, Port Lavaca, Texas—share top honors with 95-percent occupancies. Six properties in the group report occupancies of 90 percent or better.

Roadside Top Performers are smallest in average size (120 rooms per property) than any category. Largest property (Ramada Inn-Southwest/Sharpstown in Houston) has 449 rooms. About one-third of of the hotels have less than 100 guestrooms.

Nearly 40 percent of the properties are between five and ten years old, a reflection of the boom in highway motel construction of the early 1970s. All but three of the properties are less than 25 years old. Two, however, date from the 1920s or earlier. The Best Western Rubys Inn in Rubys Inn, Utah has been operating 66 years. The 92-room Strater Hotel in Durango, Colorado is 94 years old.

While all the Roadside Top Performers serve food, fewer have roomservice (85 percent), liquor service (95 percent), valet services (74 percent) and gift shops (47 percent) than other Top Performer hotels. Nearly all (97 percent) have banquet space, and most (82 percent) offer meeting rooms.

Nearly all (94 percent) have a swimming pool, but just eight percent have tennis courts, and only 11 percent have a golf course. More than half have electronic games, and one-fourth have in-room movies.

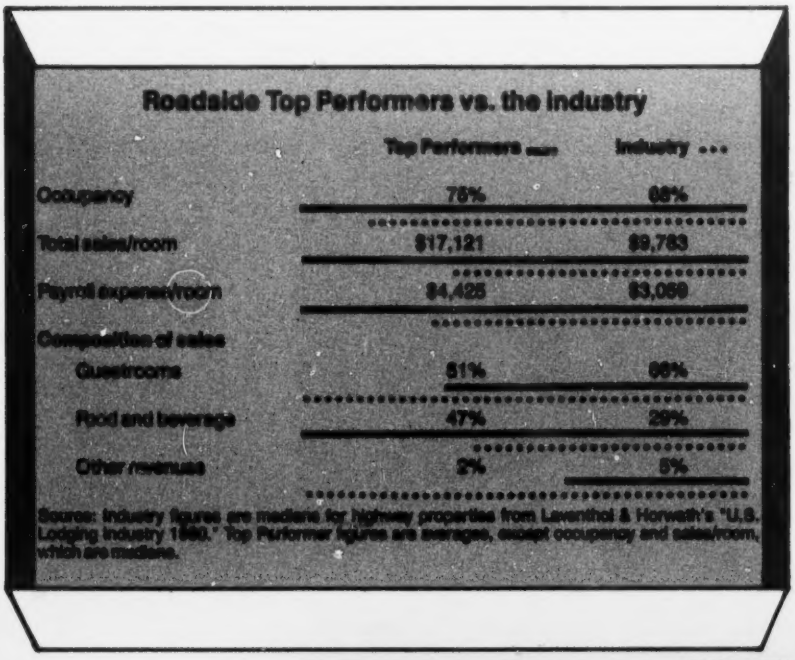
Roadside properties are less likely to be computerized than other Top Performers. Less than 20 percent of the group have either a front desk, front office or back office computer system.

More than three-fourths of the properties are tied to a chain reservations system. Of those with 800-number affiliations, 44 percent receive 20 percent or more of business through a reservations network.

The Ramada Inn in Niagara Falls, New York books 80 percent of its business through its chain reservations office. Two Holiday Inns—in Slidell, Louisiana and Glenwood Springs, Colorado—rely on Holidex for 70 percent of their bookings. Operators of four other Holiday Inns say the reservations system accounts for 60 percent of their business.

As with other Top Performer operators, roadside hotel owners are aware of the need to refurbish and expand. Seven out of ten of the properties will be renovated soon. Another 53 percent of the properties will be undergoing expansion projects in the near future.

As with most Top Performers, most (86 percent) roadside properties operate in-house laundries.



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	Total sales/room ($)	Total sales ($000)	Guestroom sales ($000)	Other revenues ($000)	RANK
Channel Inn, Washington, D.C.	40,000	4,000	1,000	—	15
Burt Bacharach's East Norwich Inn, East Norwich, N. Y.	34,380	2,441	1,241	70	12
Los Robles Lodge, Santa Rosa, Calif.	31,222	2,810	810	—	5
Northampton Hilton Inn, Northampton, Mass.	27,642	3,400	1,200	100	30
Holiday Inn, Johnstown, N.Y.	25,000	2,500	1,000	—	57
Holiday Inn, South Kingston, R.I.	25,000	3,000	2,000	—	66
Chieftain Best Western Motel, Chambers, Ariz.	24,615	1,280	353	629	56
Cross Roads Motor Inn, Norristown, Pa.	24,590	1,500	1,000	—	17
Red Feather Lodge, Grand Canyon, Ariz.	23,076	3,000	1,100	700	21
Strater Hotel, Durango, Colo.	22,826	2,100	1,100	150	43
Holiday Inn, Slidell, La.	22,500	1,800	840	—	1
Ramada Inn I-76 West, Wheat Ridge, Colo.	21,897	3,000	1,400	—	20
Viking Inn Motel & Restaurant, Port Lavaca, Tex.	21,666	1,300	425	155	3
Best Western Ranch House Inn, Valencia, Calif.	21,505	4,000	2,200	—	26
Howard Johnson's, North Plainfield, N.J.	21,126	1,500	800	—	10
Junction Inn, Cave Junction, Ore.	20,689	1,200	200	—	49
Best Western Americana Inn, St. Cloud, Minn.	20,484	1,311	433	33	53
Warrington Motor Lodge, Warrington, Pa.	20,000	1,300	550	—	13
Chalet-Holiday Inn of Wapakoneta, Wapakoneta, Ohio	19,950	1,995	705	6	24
Owego Treadway Inn, Owego, N.Y.	19,937	1,914	728	65	35
Hilton Inn-Meadowlands, Washington, Pa.	19,852	2,700	1,100	—	45
Stratford Motor Inn, Stratford, Conn.	19,736	3,000	1,500	—	22
Sheraton Yankee Drummer, Auburn, Mass.	19,230	2,000	1,000	—	61
Best Western Rubys Inn, Rubys Inn, Ut.	19,117	2,800	1,000	600	62
Ramada Inn, Panama City, Fla.	18,933	2,840	1,132	—	16
Holiday Inn-Eugene, Eugene, Ore.	18,919	2,800	2,000	—	58
Ozona Inn of the West, Ozona, Tex.	18,382	1,250	600	—	2
Radisson Inn Atlanta, Atlanta, Ga.	17,903	7,000	5,000	—	41
Ramada Inn, Cape Girardeau, Mo.	17,857	2,500	890	—	63
Nomad Inn, Rock Springs, Wyo.	17,808	2,048	1,015	—	19
Holiday Inn Bay Bridge, Emeryville, Calif.	17,793	5,000	3,500	—	14
Holiday Inn, Zanesville, Ohio	17,580	1,758	861	—	37
Harbor Inn, Philipsburg, Pa.	17,121	1,130	280	—	64

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	Guestrooms	Total sales/room ($)	Total sales ($000)	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Number of employees	RANK	Number of employees
Holiday Inn of DuBois, DuBois, Pa.	112	17,094	2,000	1,100	900	—	75	46	70
Quality Inn, Wickliffe, Ohio	100	17,000	1,700	950	750	—	60	51	55
Holiday Inn of Conroe, Conroe, Tex.	224	16,964	3,800	3,100	700	—	150	37	110
Ramada Inn-South, St. Louis, Mo.	120	16,878	2,920	1,600	1,200	120	150	32	150
Howard Johnson's Motor Lodge, Smithfield, N.C.	60	16,633	998	515	483	—	50	11	65
Sheraton Danville Inn, Danville, Pa.	148	16,260	2,442	1,221	1,149	72	170	42	145
Holiday Inn-Muddy/Harrisburg, Muddy, Ill.	80	16,250	1,300	500	800	—	80	60	70
Jim's Steak House & Lodge, Peoria, Ill.	101	16,128	1,629	520	1,100	9	100	48	90
Holiday Inn of Glenwood Springs, Glenwood Springs, Colo.	78	16,049	1,300	845	455	—	80	34	90
Holiday Inn, Troy, Ohio	100	16,000	1,600	600	1,000	—	70	33	110
Holiday Inn, Alpine, Tex.	63	15,873	1,000	490	408	102	60	9	55
Holiday Inn of Annapolis, Annapolis, Md.	100	15,760	1,576	1,033	543	—	100	7	90
Best Western Burley Inn, Burley, Ida.	135	15,707	2,042	926	1,116	—	120	23	110
Holiday Inn, New Albany, Ind.	135	15,555	2,100	1,200	900	—	120	54	90
Holiday Inn-Punta Gorda, Fla.	101	15,495	1,565	711	811	43	100	36	90
Ramada Inn of Manassas, Manassas, Va.	126	15,392	1,924	1,300	624	—	120	28	120
Holiday Inn, Russellville, Ark.	75	15,254	1,800	1,000	800	—	100	18	80
Best Western Tradewinds, Fresno, Calif.	112	15,178	1,700	700	1,000	—	100	44	90
Ramada Inn-Southwest/Sharpstown, Houston, Tex.	345	15,156	6,805	4,582	1,919	304	300	8	300
Holiday Inn, West Covina, Calif.	99	15,151	2,000	1,300	500	200	120	4	150
Quality Inn South, Miami, Fla.	100	15,000	1,500	1,000	500	—	100	6	100
Holiday Inn of Indiana, Indiana, Pa.	80	15,000	2,400	1,200	1,200	—	100	59	90
Quality Inn/Diplomat, Montgomery, Ala.	100	15,000	1,500	700	800	—	100	55	90
Ramada Inn-South, Richmond, Va.	100	15,000	1,500	750	750	—	100	31	95
Ramada Inn-Scottsburg, Scottsburg, Ind.	100	15,000	1,500	500	1,000	—	100	52	100
Ramada Inn, Niagara Falls, N.Y.	193	14,973	2,800	1,100	1,700	—	200	65	200
Best Western Viking Lodge and Restaurant, St. Louis, Mo.	194	14,726	2,859	1,428	1,345	86	200	38	200
Holiday Inn-Plattsburgh, Plattsburgh, N.Y.	63	14,706	1,500	953	538	9	100	27	90
Cutlass Motor Lodge, Antigo, Wis.	51	14,705	750	450	300	—	50	29	50
Plantation Motor Inn, Beloit, Wis.	92	14,634	1,200	660	540	—	80	40	80
Hudson House Inn, Hudson, Wis.	104	14,285	1,500	800	700	—	100	47	90
Marshall Inn, Marshall, Mo.	70	14,285	1,000	400	600	—	70	50	70
Holiday Inn-Warrendale, Warrendale, Pa.	118	14,166	1,700	900	800	—	120	39	120

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AIRPORT AIRPORT AIRPORT

TOP PERFORMERS

Once again, the airport group is the Top Performers occupancy champ. The 34 hotels have a median annual occupancy of 80 percent, slightly below last year's sample (84 percent) but higher than the industry median for airport properties in Laventhol & Horwath's sample (78 percent).

Two Holiday Inns—in Miami Springs, Florida and at the Los Angeles International Airport—are tops with 96-percent annual occupancies. The Thunderbird Motel in Bloomington, Minnesota is next at 91-percent occupancy.

Median sales per room for the Airport Top Performers is $19,444, the same as last year but substantially higher than the $13,114 in per-room sales posted by the industry group. The recently expanded Sheraton River House in Miami tops the list for the third year in a row. Although the hotel expanded from 259 to 408 rooms, it posted $40,058 in sales per room. (The new addition opened May 1, so 342 rooms, the average between the old and new room totals, was used to compute the hotel's per-room sales figure.) The property's total sales rose from $9.9 million last year to $13.7 million this year.

The 260-room Sheraton Newark Airport in Elizabeth, New Jersey climbed from number four to number two this year with $32,692 in sales per room.

The Airport Top Performers rely more on guestroom sales and less on food and beverage revenues than do other Top Performers. The group averages 61 percent in room sales and 36 percent in food and beverage sales.

The hotels on this year's list are considerably smaller than last year's group, averaging 264 rooms per property versus 306 rooms last year. Largest property is the Ramada O'Hare Inn with 725 rooms. Just three of the 34 hotels have less than 100 rooms.

Franchised and referral group properties dominate the list with 52 percent of the total. The remaining properties are split between independents (24 percent) and chain owned or managed (24 percent). One-third of the hotels have either Sheraton or Holiday Inns on their signs.

The Airport Top Performers are considerably younger than other types of properties. More than half (61 percent) are less than 10 years old, and none of the properties have been in business longer than 20 years. By contrast, 10 percent of the airport hotels in last year's study were more than 25 years old.

As expected, all of the properties offer roomservice and foodservice. Additionally, nearly all serve liquor (97 percent), have a gift shop (97 percent), offer valet services (97 percent) and have banquet space (94 percent). Just 71 percent, however, have meeting rooms.

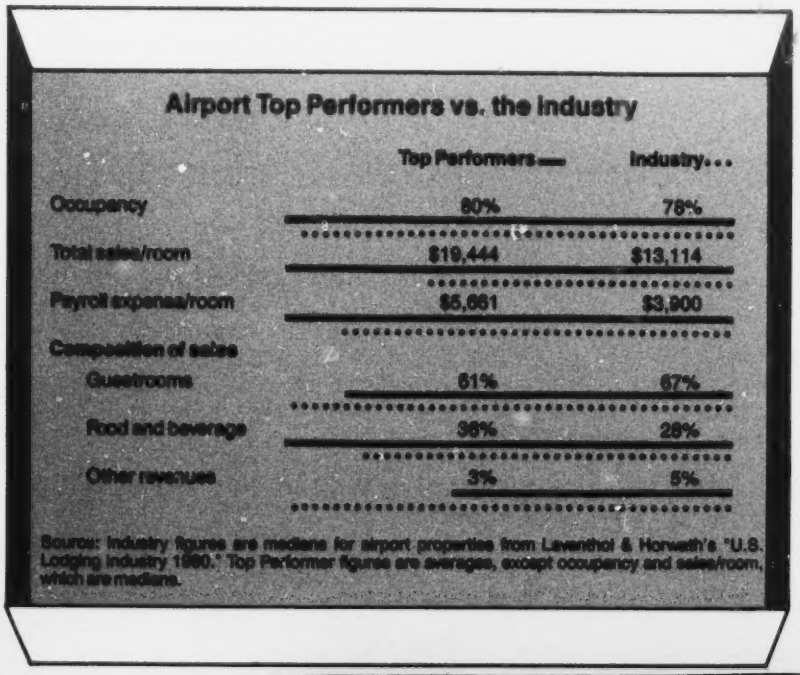
Most (94 percent) have a swimming pool, but only about one-fourth have tennis courts or a golf course. More than half have electronic games, and a third have pinball machines. More properties (36 percent) offer in-room movies than do other Top Performers.

Nearly 40 percent of the hotels have some type of computer system. Thirty-six percent have a computer at the front desk, 26 percent in the front office and 39 percent in the back office.

Airport Top Performers are heavily tied to chain reservations systems for their base of business. Four out of five properties have an 800-number affiliation. Of those with chain res systems, more than a third receive 20 percent or more of their bookings through the network.

Several rely heavily on res systems. The Holiday Inn at Los Angeles International Airport, for example, gets 70 percent of its business through Holidex. Other properties with high reservations factors include the Sheraton Newark Airport in Elizabeth, New Jersey (45 percent of business), Sheraton-Denver Airport (40 percent) and the Holiday Inn at the Charleston, South Carolina Airport (40 percent).

About half of the operators of Airport Top Performer properties say they are planning expansion projects. Nearly 70 percent have renovation plans in the works.



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AIRPORT AIRPORT AIRPORT

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	Total sales/room ($)	Total sales ($000)	Guestroom sales ($000)	Other revenues ($000)	RANK
Sheraton River House, Miami, Fla.	40,058	13,700	7,700	656	9
Sheraton Newark Airport, Elizabeth, N.J.	32,692	8,500	4,700	—	11
The Thunderbird Motel, Bloomington, Minn.	28,844	7,586	4,307	—	3
International Hotel, Baltimore, Md.	28,140	5,600	3,000	—	26
Houston Airport Hilton Inn, Houston, Tex.	25,791	5,700	3,600	300	18
Hertz Skycenter, Huntsville, Ala.	24,342	3,700	1,100	1,108	31
Pacifica Hotel, Culver City, Calif.	23,433	8,600	5,300	400	8
Hyatt Des Moines, Des Moines, Ia.	23,250	4,650	2,000	150	32
Holiday Inn Airport Inn, Miami Springs, Fla.	21,084	4,723	3,287	218	1
Sheraton-Denver Airport, Denver, Colo.	21,000	4,200	2,700	100	17
Sheraton Inn-Atlanta Airport, Atlanta, Ga.	20,779	8,000	5,000	—	20
Plaza Airport Inn, Millbrae, Calif.	20,454	4,500	2,600	—	22
Sandstone Town & Country Inn, Seattle, Wash.	20,000	2,000	1,000	30	16
Best Western Motor Lodge, Milwaukee, Wis.	19,867	3,000	1,500	—	29
Holiday Inn Los Angeles International Airport, Los Angeles, Calif.	19,821	7,988	5,996	20	2
Quality Inn-Pentagon City, Arlington, Va.	19,562	7,500	4,500	500	25
Quality Inn-Intercontinental Airport, Houston Tex.	19,444	2,800	1,850	—	19
Ramada O'Hare Inn, Des Plaines, Ill.	19,310	14,000	9,000	—	30
Holiday Inn Fresno Airport, Fresno, Calif.	19,047	4,000	2,100	—	14
Skyways Airport Hotel, Los Angeles, Calif.	18,817	1,750	1,200	—	4
AMFAC Hotel, Burlingame, Calif.	18,518	6,000	4,500	300	12
Red Carpet Hotel, Milwaukee, Wis.	15,655	8,000	4,400	300	27
Airport Ramada Inn, Honolulu, Haw.	15,555	4,200	2,800	—	13
Hacienda Hotel, El Segundo, Calif.	15,437	9,880	6,884	301	5
Charleston Airport Holiday Inn, Charleston, S.C.	15,094	4,000	3,000	—	7
The Executive House, Cheektowaga, N.Y.	14,769	4,800	2,500	—	10
Airport Holiday Inn, El Paso, Tex.	13,989	2,700	1,700	—	6
Holiday Inn Buffalo International Airport, Buffalo, N.Y.	13,875	2,997	2,019	101	21
Cosmopolitan Airtel, Portland, Ore.	13,708	1,316	579	—	33
Hilton Inn McAllen, McAllen, Tex.	13,409	1,998	1,290	122	23
Rodeway Inn, Bloomington, Minn.	13,333	4,000	3,000	—	34
Holiday Inn Airport South, Essington, Pa.	12,703	3,900	2,600	100	24
Ramada Inn, Oxford, Ala.	11,792	1,250	850	—	15
Airport International Inn, West Palm Beach, Fla.	11,718	750	500	—	28

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CHAIN & FRANCHISE REPORT

Entrenchment, diversification of product and steady growth characterize the chain lodging market in 1981. Most of the top 25 chains grew modestly in both numbers of properties and guestrooms. Many, like long-time leader Holiday Inns, Inc., both added and subtracted properties in the continuing search for the correct product mix.

Memphis-based Holiday Inns added a net of three properties and 5,385 rooms to its U.S. inventory. Best Western International, likewise, added 6,032 rooms but lost 35 properties in the U.S. In total properties, both foreign and U.S., Best Western gained 122 hotels and 5,728 guestrooms. The Phoenix-based chain took a major turn in direction last fall. Most of the chain's top management team, including top bosses Robert Hazard and Gerald Petitt, left over major philosophy differences with the referral group's membership.

Most observers believe the new executive corps, headed by Ron Evans, will abandon Hazard's frantic growth pace in favor of slower, steadier expansion.

Figures for the top 25 show an overall increase in both number of rooms and number of properties. Rooms increased from 1,112,857 last year to 1,145,211 in this year's survey, a gain of 32,354 rooms. Properties were up from 8,683 last year to 8,914 in 1981.

Other chains in the top ten that either decreased in size or posted modest gains include Ramada Inns (down 17 properties and 774 rooms), Friendship Inns (down four properties and 4,300 rooms), Howard Johnson (up one hotel), Days Inns of America (up three properties and 2,396 rooms).

Although losing some properties and rooms, Ramada Inns remains aggressive in the lodging marketplace. The chain is completing a $200-million upgrading program for its properties, and it recently announced plans for the new luxury-class Ramada Renaissance hotels in major U.S. and foreign cities.

Several chains posted significant increases. Sheraton added 14 new U.S. properties and 19 hotels worldwide. Hilton, too, added 13 hotels. Motel 6, the West Coast-based budget chain, put 21 new motels on stream. La Quinta Motor Inns, a mid-priced Texas entry, had a net gain of 13 properties.

Quality Inns International, which lured Hazard, Petitt and several other former Best Western executives, launched a serious expansion program in early 1981. Cornerstone of the strategy is the splitting of the company into three separate chains—the budget-priced Comfort Inns, mid-range Quality Inns and the upscale Quality Royales. So far, the chain has a net gain of 20 properties and nearly 1,000 rooms, mostly through franchise expansion.

Hyatt Hotels and Marriott Hotels are two other chains showing outstanding gains in the past 12 months. Hyatt completed an ambitious $400-million expansion program in the past year, adding eight new properties and nearly 6,000 new guestrooms.

Marriott jumped from 64 to 80 properties since last year and added more than 6,000 rooms to its U.S. inventory. Marriott's corporate strategy calls for the chain to increase by 20 to 25 percent each year for the next five years, doubling the size of the chain by 1986.

Several changes in position are evident in the list. Quality Inns leapfrogged over TraveLodge into ninth spot. Marriott, with its aggressive expansion, jumped from 14th to 11th. Best Value Inns/Superior Motels dropped from 11th to 14th. AMFAC Hotels & Resorts, the diverse West Coast chain, dropped three spots to 22nd.

Two new chains appear for the first time. Magic Key Inns of Yakima, Washington, is number 18, and Thunderbird/Red Lion Motor Inns checks in at number 23. Magic Key, a referral group, has 300 properties and 11,000 rooms. Thunderbird/Red Lion, a classy chain of 43 company-owned properties and 8,211 rooms, is based in Vancouver, Washington. Thunderbird/Red Lion has hotels throughout Washington, Oregon, Montana, northern Nevada and northern California. It is beginning to penetrate new markets in southern California and is looking for patterned growth throughout the west and into the southwest.

An overwhelming majority of the properties (81 percent) under banners of the top 25 chains are franchised or member of a referral group. Just 13 percent are company-owned. Three percent of the hotels are under management contract, and three percent have other forms of operation, such as the 261 joint ventures operated by TraveLodge International and its partners.

As a group, the top 25 chains decreased slightly in occupancy and rose dramatically in average rate. Of 13 chains reporting average rate, highest is AMFAC at $46.77. Lowest is Econo-Travel Motor Hotels at $20. Median is $36.

Three of the properties on last year's list failed to make the top 25 in 1981. They are:

- Dunfey Hotels, the New England-based chain that's slowly expanding outward. The chain has the same number of U.S. properties as last year (20) but added a few rooms (150) to its inventory. The company's average occupancy dipped from 76 percent to 72 percent, but average rate blossomed nearly $14 to $51.65.
- Cleveland-based Stouffer Hotels. It didn't make the top 25 this year, even though three more hotels and 900 rooms are now under the Stouffer banner. The chain totals 23 properties and 7,927 rooms, all in the U.S. Stouffer set a goal

of 50 hotels by 1990. The company says the properties will be in the 250- to 450-room range in major and secondary commercial areas.

• Super 8, the fast-charging budget chain based in South Dakota. Super 8 has 120 properties, all but one in the U.S., with 7,040 rooms. It has properties scattered throughout the upper midwest. It also has five California motels and one in New York state. All but seven management contract properties are franchised.

The list of top 25 lodging chains only includes "brand-name" chains. Not included are major franchisee companies (such as American Motor Inns, Brock Hotels and others), large management companies (Southern Host Systems, for example) and other firms that combine equity ownership and management services. Many of these companies control more properties and rooms than chains listed in the top 25.

TOP 25 U.S. LODGING CHAINS

	U.S. properties		Status of properties					Total properties U.S. and foreign	
Holiday Inns, Inc.	1,574	261,571	181	1,352	14[a]	0	N/R	N/R	1,757	306,312
Ramada Inns, Inc.	589	86,238	101	483	5	0	$36.00	68.0	626	93,992
Hilton Hotels Corporation	213	76,000	17	31	165	0	N/R	N/R	213	76,000
Howard Johnson Company	514	58,743[b]	133	381	0	0	N/R	N/R	525	60,000
Quality Inns International	344	38,020	25	319	0	0	N/R	N/R	388	41,557
Marriott Hotels	60	33,396	20	37	23	0	N/R	N/R	87	35,652
Hyatt Hotels Corporation	61	33,000	N/R	N/R	N/R	N/R	N/R	N/R	61	33,000
Radisson Inns International	147	17,895	2	145	0	0	$38.00	67.0	153	18,548
La Quinta Motor Inns, Inc.	105	12,492	89	14	2	0	$26.25	84.0	105	12,492
Red Carpet Inns International	78	10,500	0	78	0	0	$34.00	70.0	81	11,000
Americana Hotels Corporation	30	8,703	16	4	10	0	N/R	N/R	40	12,116
Thunderbird/Red Lion Inns	43	8,211	43	0	0	0	$40.00	77.0	43	8,211
Econo-Travel Motor Hotel Corp.	134	8,113	21	113	0	0	$20.00	72.0	135	8,153

a management contract and joint venture
b estimated
c joint venture properties
d franchised properties
e management contract and partial equity
N/R not reported

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